

ANNUAL REPORT 1999

State of Kansas Department of Administration



DEPARTMENT OF ADMINISTRATION

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All quotes cited in this report are taken directly from comments in the 1999 DPS Customer Survey and various DPS program evaluations for FY99.

# DIVISION OF PERSONNEL SERVICES

"Kansas does many things right in this category [Human Resources]. It has reduced the number of civil service job classifications to 750. It also has eliminated restrictive civil service testing. Jobs are posted centrally, and managers are not limited by constrictive lists. Workforce planning is not done on a centralized basis, but the state's highly integrated human resources management information system will provide a wealth of data for future workforce planning in the agencies.

Kansas has built up impressive training programs and evaluates them to make sure they're delivering. Supervisors are schooled in the skills of documentation to provide feedback and potentially dismiss employees in a timely way when necessary."



Governing Magazine February, 1999

### Message From the Director

I am pleased to present the 1999 Annual Report for the Division of Personnel Services. During FY99, the division continued to seek new ways to improve the state's personnel management system and to meet the needs of our customers. To that end, we developed a number of new programs, upgraded and improved existing programs, and implemented a division-wide reorganization.

This year, we received national recognition for our achievements in providing quality personnel services to state employees. The February, 1999 issue of Governing Magazine rated Kansas as one of the top eight states in the nation in Human Resources Management. We take pride in this validation of our efforts to continually improve human resource programs in the State of Kansas.

It is important to note that before they assigned their rating, Governing Magazine looked at all of the human resource functions provided by the State of Kansas. Although, only a few of these functions are mentioned in their final report, we were recognized for our full range of human resource management programs.

It should also be mentioned that not all of our programs and services are identified in this Annual Report. We have chosen to highlight the major accomplishments that were achieved in FY99 and that are expected to be completed in FY2000. However, we recognize that every function performed in the division is essential to the overall success of our programs. I encourage you to refer to the division's organizational chart on page 6 of this report for a better understanding of the variety and scope of our programs.

As we prepare to transition into a new century, we at the Division of Personnel Services are proud of our many accomplishments during FY99. However, we realize that the 21st century will bring both new challenges and new opportunities. With that in mind, DPS is implementing strategies to prepare for the changing needs of the current and future workforce, and to ensure that the State of Kansas remains an "employer of choice."

# DIVISION OF PERSONNEL SERVICES

### MISSION

Explore, develop, and provide innovative resources to foster the workforce of today and tomorrow.

### PHILOSOPHY

DPS strives for excellence and organizational wellness through:

- Responsive service to customers
- Integrity in thought and action
- Balance of interests

# PLANNING FOR THE WORKFORCE OF TODAY AND TOMORROW

The Division of Personnel Services (DPS) implemented many exciting programmatic and structural changes during FY99. Recognizing that the new century brings both new opportunities and new challenges to state human resources management, DPS has realigned its staff, upgraded its technology, implemented new programs and established an innovative new strategic planning process in order to continue serving the needs of Kansas state employees and maintain our commitment to excellence.

### **OPERATIONS**

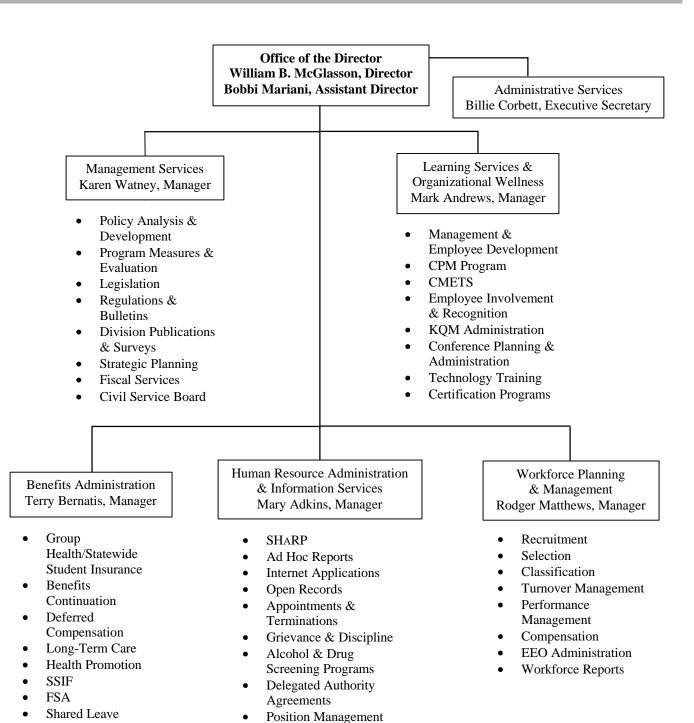
#### **DPS Realignment**

In February 1999, DPS implemented a division wide reorganization of staff and programs. Changing priorities in state human resources management required that the division identify and focus its resources on those areas that will provide the most value to state agencies and employees over the course of the next few years. The realignment accomplished the goals of realigning staff to the changing priorities and strategic focus; equalized distribution of the division work load among the sections; improved the quality and timeliness of service; and elevated the importance of training and strategic service delivery for our customers.



The Director, Assistant Director and Division Managers work on the DPS Mission Statement.

### ORGANIZATIONAL CHART



Layoffs

**FMLA** 

#### **DPS Strategic Planning Process**

DPS has developed a new process for strategic planning which allows the division to directly align its priorities with the individual priority outcomes for its employees. Throughout the year, key issues are identified for each of the sections within the division. Priorities are established and strategies are developed to achieve the desired results. The process is then tied to the budget as resources are allocated for each priority accomplishment. As goals are accomplished, new priorities are identified, making this a dynamic process in which we are "planning strategically" rather than just creating a "strategic plan."

#### **Customer Survey**

Customer service continues to be an important focus for the division. Beginning in 1997, DPS began asking agency human resource managers what they thought of the services and programs provided by the division. This year, we expanded the scope of the survey to ask about the expectations of agency human resource managers. An overwhelming majority of respondents (94%) agreed that the division provides value-added, quality programs and services to their agencies. This view was summed up by one respondent who made the following comment: "My expectations are that the division is up-to-date and accurate when I call with a problem or question. My experience is that those expectations are met, and I know I can rely on the division for any support and information I will need to solve any problem I bring to them." The division will continue to poll its customers on a yearly basis to ensure customer satisfaction.

"I know I can rely on the division for any support and information I will need to solve any problem I bring to them."



#### **NAGDCA** Award

In September 1998, the Division of Personnel Services received an Outstanding Achievement award from the National Association

of Government Deferred Compensation Administration (NAGDCA) for the financial education program, "Looking Forward Financially." This program was developed in cooperation with Aetna Retirement Services, Inc. The award was presented in the Effective Communication category for demonstrating comprehensive and effective communication to educate potential and current members about the state's supplemental retirement plan.



The division's commitment to quality management was recognized in October 1998, when DPS was awarded the 1998 Department of Administration KQM (Kansas Quality Management) Awareness Award. In FY99, DPS submitted over 20 suggestions to the division's Quality Management

Board, with seven of those formalized into Quality Action Teams. Many of the suggestions were assigned to Natural Work Teams, and addressed through process improvement rather than team recommendations.

#### **Employee Recognition**

DPS actively recognizes its employees for their contributions to the division. DPS participates in the Department of Administration's Employee of the Month recognition program, where outstanding employees are recognized in the department's monthly newsletter and receive a plaque to commemorate the event. The Department of Administration also rewards team accomplishments with recognition and cash awards. During FY99, a number of DPS employees who served on KQM and Natural Work Teams were rewarded through this program. Internally, DPS recognizes units, teams and individual employees for activities "above and beyond the call of duty" at division-wide meetings.

### TECHNICAL ADVANCES

#### SHARP Upgrades

Upgrades to the Statewide Human Resource and Payroll System (SHARP) were major initiatives implemented during FY99. In October 1998, the SHARP system was upgraded to include the latest technology, new functionality and Graphical User Interface (GUI) enhancements. The project began in July 1997 with an implementation date of October 4, 1998. The project included a fit analysis phase to compare the new software package to the current version in order to embrace the vanilla software and eliminate modifications. By eliminating modifications, the State of Kansas is positioned to upgrade on a more timely basis. Additional phases included design and coding, testing and user training/certification. A Change Management Team was formed to develop and publish a monthly newsletter, conduct meetings with the user community to keep them informed of the status of the upgrade and to communicate any changes they could expect.

A second, minor upgrade occurred in May 1999 that included installing fixes supplied by the software vendor as well as tax updates.

"When I had a problem I always ended up getting great help [from the SHARP Upgrade Team]."

#### Computer Based Training

"I liked the CBT being self-paced."

A new end-user training approach was implemented with the upgrade to the SHARP system. A self-directed Computer Based Training package was developed to replace the traditional classroom style approach that was used during the initial implementation of the SHARP system. This approach was used to provide a "Just in Time" training opportunity and to provide a more cost effective training tool for approximately 750 end users of the SHARP system.

The new web site has been overwhelmingly successful and averages over 40,000 page requests per month.

#### Customer Communication and Access

#### DPS Web Site

The Division of Personnel Services web site was redesigned and relocated in December 1998. All

the pages on the web site were redesigned to correspond with departmental standards and were moved from the INK (Information Network of Kansas) server to a server located in DISC (Division of Information Systems & Communication). The new web site has been overwhelmingly successful and averages over 40,000 page requests per month.

http://da.state.ks.us/ps

#### SH<sub>A</sub>RP Web Site

In cooperation with the Department of Administration Internet Team, a new SHARP Customer Service web site was developed. The web site includes the following:

"The SHARP Message Panel is extremely useful."

- Frequently Asked Questions
- Download area for accessing Computer Based Training materials
- Contact list for SHARP related questions
- Directions for electronically sending requests for data entry and corrections
- Notices related to the status and availability of the system

http://da.state.ks.us/sharp

Y2K Division staff completed the Year 2000 Contingency Plan, which provides procedures for DPS and agency staff to follow in the event of major computer systems failure or unreliability.

### EMPLOYEE DEVELOPMENT

The **Employee Leadership Program** began as a pilot program in the Department of Administration in February 1999. Eighteen sessions were scheduled through July 1999. Thirty-seven managers were involved in presenting the sessions. The program is designed to help employees understand how they fit into the "big picture," and to learn how to exercise personal initiative in order to improve their work environment.

The **Human Resources Training Academy** began its pilot run in March 1999. Participants will attend a total of eight sessions, which are scheduled to run through February 2000. Designed to enhance the effectiveness of senior HR directors as strategic planners and organizational leaders, the HRTA challenges participants to go beyond the daily "nuts and bolts" of personnel management and to recognize the pivotal role they play in carrying out their agency's mission.

**TEK TRAIN** was designed in partnership with the Division of Information Systems and Communications (DISC). This program provides employees with learning experiences and information that will allow them to do their jobs more efficiently and keep up-to-date on the latest technology pertaining to networks, applications programming and software programs.

The Kansas I.T. Project Management Methodology Certification Program was piloted in April 1999. The three-week course consists of 120 classroom hours and was designed to introduce the principles of project management for Information Technology projects as set forth in the Kansas Project Management Methodology. Those successfully completing the course are listed in the Kansas Registry of Methodology Certified I.T. Project Managers.

"This is the best training staff the division has ever had."



"DPS staff did a tremendous amount of work. It is appreciated. The best conference I have been to."

The **Certified Public Manager** (**CPM**) **Program** was expanded during FY99 to include three classes, one in Salina and two in Topeka with a doubled enrollment from the previous year. This year long program is a coordinated effort between the University of Kansas' Public Administration Program and DPS, and is designed to provide managers at all levels of government a foundation of knowledge and skills in management practices, as well as an opportunity to grow professionally and personally. Participants are eligible to receive college credit upon successful completion of the CPM Program. The program has grown in popularity and is acknowledged as one of the most important training opportunities provided to State of Kansas managers.

"[The] Conference showed a lot of thought, coordination, and hard work -- I really appreciate your efforts." Two professional conferences were coordinated by DPS in FY99. The **Personnel Issues Conference** was held in November 1998 and addressed the issues of recruitment, interviewing, inter-generational workforce conflict and communication. The **Professional Conference of Kansas Government** was held in May 1999. This year's conference theme was "Navigating the Course Beyond 2000" and was given outstanding evaluations by the 460 conference participants. In addition to two days packed with exciting keynote speakers and breakout sessions, participants could sign up for the Pre-Conference, which featured a full day's training program on competency-based interviewing.

"This evaluation is insufficient to share how good this conference was – The best I've attended! Great work!"

## CUSTOMER SERVICE

"I always find that DPS staff members provide whatever assistance I request."

#### **Agency Support**

"Great improvement in assistance to small agencies. 'Eager to help' attitudes with prompt service has made my job easier."

In our on-going effort to function as strategic partners with state agencies, DPS continues to provide comprehensive consultative services and technical assistance to our customers about human resource programs and administration. Human Resource consultants assist state agencies on a daily basis with SHARP administration, ad hoc reports, appointments and terminations, grievance and discipline, position management and classification, layoffs and alcohol & drug screening programs. During FY99, DPS focused on identifying ways to eliminate unnecessary requirements and duplication of efforts in the management of agency human resource programs.

### New Employment Registration Process

Coinciding with the SHARP upgrade on October 24, 1998, the Division of Personnel Services implemented a revamped employment and selection system. These changes were made in response to requests from both internal and external customers to improve the process. The goal was to streamline the recruitment and selection process and to make it easier for applicants to register/update their skills with the State. Additionally, the new process keys on qualitative values to assess work experience and job knowledge as opposed to quantitative values. Employment managers from agencies of varying sizes partnered with DPS to design the new process. DPS staff actively marketed the new process to ensure agencies and applicants were informed about the changes.

Customer survey results indicate that agencies agree that no single selection tool can consistently produce the best-qualified candidate, but when used correctly, the new employment registration system is a valuable tool in the selection process. Agencies praised the customer support they have received from DPS staff since the changeover, particularly in responding to questions, and the development of the Microsoft Access database used for the Notice of Vacancies.

"The Benefits Section of DPS is always there to help and answer questions regarding changes during the calendar year."

#### **Benefits Administration**

Group Health Insurance and Flexible Spending DPS has implemented the first phase of the employee self-service program for benefits enrollment. Utilizing the functionality of the SHARP system to produce information based on current participant information, customized enrollment forms were provided to all benefits eligible employees, with the exception of employees at the University of Kansas, Kansas State University and the University of Kansas Medical Center. Because geographical location drives eligibility for medical benefits, the

customized forms include information based on the employees' residence. In addition, employees were able to use these forms to enroll in flexible spending accounts (FSA) for Plan Year (PY) 1999, thus eliminating the need for an additional form. Other additions to the state Group Health Insurance Plan include:

- ♦ A new voluntary fully insured vision plan was developed and made available to benefits eligible employees and direct bill participants.
- ♦ The Statewide Student Insurance Plan (SWSI) was implemented effective September 1, 1998. The plan was designed to provide basic and comprehensive student insurance options for any full time students at a State of Kansas Regents Institution. Additionally, an employer contribution was provided for Graduate Teaching Assistants and Graduate Research Assistants who enroll in the plan at the University of Kansas, the University of Kansas Medical Center, Pittsburgh State University and Emporia State University.

"We believe the Division has done a great job in this area. The Benefits crew do a terrific Job."

"The Workers Compensation crew do a terrific job. We are very pleased with their efforts and orientation to serving the agencies."

#### State Self Insurance Fund

In a continuing effort to provide good customer service to agencies regarding management of workers compensation, staff from the SSIF visited 25 agencies and locations during FY99. These visits were primarily designed to assist agency staff in the accident reporting procedure and to consult with employees regarding individual claims.

In addition, approximately 300 managers and supervisors received training to better understand their role in the management of the workers compensation process as part of the Basic Supervisory Training Program (BSTP) and the Certified Public Manager (CPM) program.

#### **HealthQuest**

HealthQuest, the State of Kansas employee health promotion program, provided health screening benefits to 8,275 **HealthCheck** participants statewide during FY99. Additionally, 2,804 employees

Employee Health and Fitness events. In an ongoing effort to provide self-care workshops and materials to state employees, programs were offered to 740 participants. One of the goals of the self-care program is to help employees determine whether they can treat their illness and injuries at home or whether they need to seek professional health care. In FY99, LIFELINE implemented a program to provide EAP (Employee Assistance Program)/Stress Management workshops to employees statewide. Participation at the first three cities in 1999 was 707. Health education materials were mailed to 979 employees. HealthQuest programs are providing direct customer service to individuals who potentially will use or are using health benefits provided by the state of Kansas.

"The program helped me see the importance of 'Managing for Wellness.' I have a better understanding of how I can support the health enhancing efforts of employees that I supervise."

### WHAT'S AHEAD

# Navigating The Course Beyond 2000

As we pause to review our accomplishments for the year just past, DPS staff are already engaged in new projects and anticipating the challenges of a new century. We know that some of the biggest challenges will involve the ability to manage change. We also know that while some of the upcoming changes can be expected, many will be unforeseen, and will require an increasingly greater amount of flexibility and creativity on the part of all of us working in state government.

The Division of Personnel Services accepts change as a constant. It is our goal to be in the forefront of change and to help state agencies and state employees build their capacity to embrace and capitalize on change. With that in mind, the Division of Personnel Services is developing tools to help agencies manage the upcoming changes that will impact human resources management in the State of Kansas. We are building strategic partnerships with agencies in order to understand their needs and to provide them with the necessary resources to meet new challenges and to take advantage of new opportunities.

"I expect the division to revisit new processes after implementation to identify and implement changes to improve processes and eliminate problems."

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#### **Technical Innovations**

The Division of Personnel Services is continually improving and upgrading our current technology, as well as developing innovative new technological tools in order to meet the needs of our customers. Current and planned projects include:

SHARP Upgrades The upgrade to Version 8.0 of PeopleSoft is scheduled to be completed by September 2001. This upgrade will include the implementation of PeopleSoft Web Applets that will provide internet interfaces to PeopleSoft data and will facilitate employee and state agency self-service in a number of areas.

Computer Based Training Software Replace the current electronic manual based software package with an interactive, web-capable self-directed learning and help tool. Traditional classroom training offered by DPS can be incorporated into the new software package. This will allow the division to serve more

customers and eliminate the need for participants to leave their work site locations to receive training.

Interactive
Web Site
Create an automated self-service, interactive web-enabled system to allow employees to retrieve personal data and enroll or make changes to employee benefit selections.

Following implementation of benefit self-service, the objective is to create a number of self-service systems such as on-line applicant registration, new hire processing, training courses registration, time and leave reporting and a means to obtain survey responses on-line.

Our expectations are "that the division continues to provide high quality consultation and assistance to agency administrations and the employees that serve the citizens of Kansas."

#### Customer Service Improvements

The Division of Personnel Services is continually looking for ways to improve our processes, add value to our programs and services and make the best use of our resources. With that goal in mind, we are developing and implementing the following program enhancements in order to provide better service to our customers:

Benefits Continuation Membership and accounting administration for the Direct Bill and COBRA benefits continuation programs is being outsourced effective FY 2000.

School Districts DPS will administer a health benefits plan for state school districts, community colleges and vocational technical schools, based on the benefits schedule for the current state plan, effective January 1, 2000.

Temporary The Temporary Services Program has been expanded to services include 8 more counties and 22 additional job classes.

I.T. Position DPS is working with information technology (I.T.) Classification managers from several different state agencies and DISC (Division of Information Systems & Communication) to consolidate state I.T. classifications and revise the state position description form in order to ensure prompt and accurate classification of I.T. positions.

We expect "that DPS will work to provide a competitive benefits package that meets the needs of employees and allow agencies to compete for applicants in the job market."

### **DIVISION OF** PERSONNEL SERVICES

#### **Employee Development Initiatives**

The Division of Personnel Services believes that employees are the state's most valuable resource. Therefore, we continue to develop new training tools and offer new growth and learning opportunities in order to assist state agencies in attracting and maintaining a productive workforce. Current initiatives being developed include:

> Statewide Orientation Program

Revise and enhance the statewide orientation program to ensure that all new employees are developed, supported and valued beginning with their first day of state employment.

Savvy Supervisor Program

The Savvy Supervisor Program is being developed to supplement the current Basic Supervisor Training Program (BSTP) and to give existing supervisors the skills to more effectively lead, coach and manage the employees that report to them. In addition, the Basic Supervisor Training Program is being revised to meet the diverse needs of state employees who function as lead workers,

supervisors and managers.

College Three hours of undergraduate College Credit from Washburn Credit University will be made available to state employees at significantly discounted rates for successfully completing the state Basic Supervisory Training Program (BSTP).

> "Our expectations are for the division's classes to equal and/or surpass those provided by private organizations, in content and quality of instruction."

"Our expectations are for the division to take a stronger role in fostering and cultivating a state workforce that is representative of the diverse consumers and populations we serve."

### Workforce Coordination and Analysis

As the largest generation the United States has ever known approaches retirement age, the "baby boomers" are being replaced by one of America's smallest generations. This cultural diversity requires that the state develop human resource initiatives that will meet a variety of needs in order to attract and maintain a quality workforce. DPS is implementing strategies to prepare for the changing needs of the current and future workforce and to ensure that the State of Kansas remains an "employer of choice".

Workforce Council to identify, research and recommend solutions for current and future human resource issues. The goal of the council is to create a unified workforce plan for the State of Kansas Civil Service that will prepare and sustain us beyond the year 2000. Consisting of agency human resource managers and DPS staff, the council will form a strategic partnership to promote a positive image of state government and to keep state employees informed of new human resource initiatives and programs.

Workforce Planning

The division is developing survey instruments and research strategies that will enable us to gather information regarding employment trends, performance

**management** and **employee compensation** issues. By identifying issues that can be expected to impact state agencies and state employees, the division will be able to proactively develop programs, services, resources and tools to meet the changing needs of our changing workforce.

"My expectation is that the division will work with agencies to solve problems."

# DIVISION OF PERSONNEL SERVICES

#### DPS Employee Council

The Division of Personnel Services established an Employee Council in 1993. The purpose of the DPS Employee Council is to increase employee involvement and teamwork and to serve as a liaison between the Office of the Director and division employees. Over the years the Employee Council has been involved in a number of fund-raising and team building activities. Each year since its inception, the Employee Council has either assisted with or coordinated the fund raising efforts for the United Way and Project Topeka fund-raising campaigns. The Employee Council has consistently raised over \$1,000 each year for the Project Topeka food drive, which helps stock food banks in the Topeka area. DPS employees generously donate either their time or money towards the many fund raising events. The Employee Council also produced a newsletter and has coordinated many special activities for DPS employees including the annual DPS Christmas Dinner.



### Division Quality Management Board

The Division Quality Management Board (DQMB) consists of four members whose responsibilities include: helping generate process improvement ideas, serving as Quality Management Resource staff for the division, and assisting with Kansas Quality Management Awareness Month activities during the month of October. One member of the DQMB represents the division on the Agency Quality Management Board (AQMB) which approves process improvement teams for the department.



#### "Overall the Division is consistent and does a good job."

# DIVISION OF PERSONNEL SERVICES

"You provide effective communication about regulations, policies, and benefits We appreciate the written materials you provide. I especially find the updates to the personnel regulations helpful."

"DPS does well with its resources. Keep up the reports on legislation as it proceeds while the legislature is in town."

"We have been truly fortunate to be able to work with the Civil Service and Labor Relations staff. They continually provide sound advice in a clear and concise manner and their response time is very quick."

"We appreciate the opportunities provided by the Personnel Advisory Committee (PAC) meetings."

"Just a note to let you know how much we appreciate all the help you [Civil Service Employment Information staff] gave us.... I'm sure you get about a 'zillion' phone calls a day, but you always act as if I'm the only person you've had to talk to all day long!"

"The Division has always responded to our requests in a very timely manner."





Members of the SHARP Upgrade Team answer calls from agencies to the Help Desk during the Statewide Human Resource and Payroll System upgrade.

Division trainers interact with agency supervisors during a session of the Basic Supervisory Training Program (BSTP)



# DIVISION OF PERSONNEL SERVICES



The DPS Internet Team provides quality service to our customers by maintaining the division's web site.

The Information Technology KQM Team used quality management principles to improve the process for classifying state I.T. positions.



We at the Division of Personnel Services are proud of our many accomplishments during FY99. We will continue to build on these accomplishments while constantly seeking new ways to "navigate the course beyond 2000."

# DIVISION OF PERSONNEL SERVICES



Informational meetings provide Group Health Insurance (GHI) and Flexible Spending Account (FSA) information to state employees.

The Skills Team revamped the state recruitment and selection process to make it easier for applicants to register and update their skills.



## ONTACTS

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